The Children's Hospital Medical Center Annual Report

1967

the children's hospital medical center

comprising

The Children's Hospital Medical Center
Sarah Fuller Foundation for Little Deaf Children
The Sharon Sanatorium
Children's Cancer Research Foundation, Inc.
Judge Baker Guidance Center
Parents' & Children's Services of The Children's Mission

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WILLIAM W. WOLBACH

report of the president

In the minds and hearts of all of us close to The Children's Hospital Medical Center, there is the aspiration that it always be synonymous with leadership. Leadership is a quality that is both perishable and depreciable. There is no question but that ours was in serious jeopardy not many years ago when the inadequacy and obsolescence of our buildings and other facilities threatened our ability to keep pace with the requirements of modern hospital care and, of even more insidious significance, threatened our ability to maintain and recruit a Medical Staff with the quality and depth equipped to meet today's problems and tomorrow's challenges.

There are many other aspects to the qualities of leadership in our field, some of which, simply and yet eloquently, are described in Doctor Cronkhite's report.

There is yet another most important requisite of leadership — one that is frequently overlooked — the ability of an institution to rise to the occasion and go to its constituents to raise the necessary funds to fulfill its destiny.

The loyalty of the Hospital Family and the community have been exemplified year after year in our annual year-end appeals. However, leadership is different from loyalty, and leadership was never better exemplified than our REACH campaign of 1967. On the surface this was a brief, hard-hitting and highly effective drive, which succeeded in raising $15,800,000 in only eighteen months. However, it was not that easy. Behind the relatively few weeks of the campaign, were years of planning and months of painful step-at-a-time organization.

Every segment of the Hospital Family met or exceeded its campaign goal, and our other friends, corporations, foundations and the general public responded magnificently. To every committee member, solicitor and contributor for this hard-working campaign, magnificently headed up by Paul Hellmuth, our sincere congratulations and heartfelt thanks.

That was leadership!

LEONARD W. CRONKHITE, JR., M.D.

report of the general director

The construction activities occurring at The Children's Hospital Medical Center during the past year or so have captured the attention of many members of the community as well as the hospital family. We have seen the opening of the Fannie Hall Fegan Memorial Outpatient Center, the successful utilization of the housing complex, the overnight disappearance of tenements on the site of the Pediatrics Sciences Building, the sudden appearance of the Interim Building for Research, and the establishment of the Martha Eliot Health Center. The excitement of watching the face of Children's change so dramatically in such a relatively short period of time may, in some cases, cause one to lose sight of what it's all about.

Each of the new buildings has but one basic purpose; to enable us to improve the quality of care we will render in the future to the young people brought to us for help. The Fegan Building is permitting new systems of outpatient care and preventive medicine to be developed; the housing complex is helping attract valuable additional medical and nursing personnel and is offering one sorely needed alternative to the hospital bed; and the research facilities in the Interim Building — and those to be opened when the Pediatrics Sciences Building is completed — will increase our capabilities for developing new and improved methods of treatments of illness. The Martha Eliot Health Center is an indication of our firm commitment to serve the local community as well as those patients with difficult and unusual illnesses who come to us from great distances. Intertwined with such overt evidence of progress as buildings, are a variety of new programs and a subtle but distinct change in attitude.

Some of our advances are of obvious importance, while others may appear to be less so. Lumped together, however, they tell an impressive story of how small improvements piled upon large ones total up to change of real significance. It is to these programs I would like to address myself in this report.

Hospitals have traditionally planned their future on the traditional three-legged stool of patient care, research, and teaching. From time to time, supporters of various concepts have added a fourth leg to dramatize their commitment to a specific new set of goals. Our particular commitment is to the principle of Children's as an instrument for social change in its broadest context. Early in the current development stage, this idea was only dimly perceived and we groped — sometimes blindly — for solutions which would stand the test of time and endure the short life-span of temporary enthusiasms. We need not have questioned the validity of the concept when one considers that a hospital such as ours has touched the lives of hundreds of thousands of children and their families, that it has grown to the point of being a major employer of individuals from all walks of life, and is a potent economic force in the community. Whether we wanted to be or not, we already were a major social force and our attitudes in relation to health, social welfare, equality of opportunity, and the like were widely reflected in

those with whom we had contact. It is, therefore, reasonable to review in some detail steps we have taken and what we intend to do with this new sense of responsibility, tempered by the urgency of the social upheaval which is going on around us.

Five years ago we looked at the traditional American hospital rate structure whereby individual patients were charged differential rates according to their ability to pay. Hospitals had maintained that the quality of care in each instance was equivalent, and the differential in cost reflected only the difference in environment in which care was rendered. The only difficulty with this proposition was that the families we served did not believe it to be true. Their interpretation of the facts gave rise to a belief that those fortunate, affluent families could buy a better quality of care than could the poor needy. We, therefore, revised the entire system to include a standard charge for all services without regard to economic status and delivered medical care in that particular environment best suited to each child's medical needs. The response was heartening, in that the fiction was dispelled that ability to pay and quality of care rendered could be equated.

We then turned our attention in new construction projects to the environment itself. From an economic standpoint it made little sense to build dual facilities — one for the indigent and one for the wealthy. Nor was it defensible if we believed in the basic premise that sick children should be treated equally regardless of their origins. We therefore instructed our planning groups and our architect to design each new facility in such a way as to reflect this fundamental tenant. The Fannie Hall Fegan Memorial Outpatient Center is an extraordinary example of the translation of an idea to a practical reality. Its sense of style and dignity has markedly influenced the attitude of both our own staff and the families we serve. Rich and poor alike are provided care in the same pleasant surroundings without artificial barriers which had kept them in uneasy segregation. Future buildings will carry on this new concept.

When the federal government announced its program to relocate some aspects of patient care into the urban community, Children's and the Boston Hospital for Women joined in the establishment of the Martha Eliot Health Center in Jamaica Plain, an area in which large numbers of patients of both institutions lived. Although there is still some disparity between what we wish to do and what government regulations limit us doing, this enterprise represented a firm commitment on the part of Children's to serve better that segment of the population for whom we were also the family doctor. Like other institutions we had to learn by trial and error the methods of creating an atmosphere of mutual trust and respect, and this we believe we have done without making any serious blunders. At this writing the facility has been operating almost a year, and many of the problems have been solved, or are on their way towards resolution. At the present time we cannot care for the entire family unit due to program restrictions, nor are we able to offer the full range

of medical services consistant with good medical care. None-the-less, the Martha Eliot Health Center represents a substantial beginning towards direct community service on a comprehensive level.

During 1967 the hospital was fortunate enough to acquire the services of Mr. George Lunn, who was appointed Director of Personnel. His awareness and perception of our internal employee relationships caused a marked change in other long-held policies. The health field is critically short of trained personnel, even at the entry level. By judging applicants for jobs on the basis of their competence only, we have been able to keep the vacancy rate below three percent. Further, agreement was reached among the various hospital department heads that any employee could apply for a transfer in which a promotion was possible if he could do the job. In the last twelve months about 250 such transfers and promotions have actually taken place, again on the basis of competence rather than other factors. This has allowed the individual entering the system at the bottom to hope for and achieve advancement and economic gain. More recently, we have added a tuition assistance program to allow the employee to receive further training in his field of interest and to broaden his abilities to achieve more for himself and his family.

At the end of 1967 the hospital's housing complex was nearing completion. This $7,000,000, self-financed facility would allow the hospital for the first time to experiment with alternatives to the hospital bed. It has long been our opinion that many children could leave the hospital at an earlier time if a minimum-care facility located on our own grounds were available. In this setting a member of the child's family could take over many of the functions performed by the hospital's staff, and make the transition from hospital to home an easier one. Its economic effects could obviously be enormous. Within the same complex of buildings, a twenty-five story apartment tower has risen to enable Children's to attract the most highly qualified staff to work in its many clinics and departments. Each of the individual activities in the housing complex is oriented to provide services needed by those living and working in the hospital community or those who visit it.

The changes mentioned above have had substantial impact. But they represent only a modest beginning in the fulfillment of our multiple obligations to the community served. Sometimes this community can be defined as Dorchester, Roxbury, and Jamaica Plain. At other times the community includes not only all of New England and the United States but such countries as Portugal, Greece, Brazil, etc. Our beginning must be only a starting place. We must continue to progress. In that regard, Children's has plans for the future. These projected efforts call for the establishment of a school in a variety of health skills at the entering level. We are critically short of nursing and dietary aides, orthopedic technicians, building services foremen and lead hands, and many other technical skills at an even more sophisticated level. We envision training programs for these categories to be of ten to twelve weeks duration, and in order to have a substantial impact on the community itself, as well as on the hospital field, to require the graduation of 700 to 800 students a year. During 1967 we entered into an exciting agreement with the Cambridge Public School System as a pilot venture and enrolled the first class of medical record technicians at Rindge Technical High School. This has been a joint venture

in a thirteenth year of public schooling to train a reservoir of medical records technicians immediately employable upon graduation. Many other such alliances with other public and private institutions are necessary and desirable.

At a time of intensive growth we had to cope with the dehumanizing effect which so often accompanies vast size. This had become particularly obvious in our outpatient clinics which are handling approximately 140,000 visits annually. As mentioned earlier in this report, the opening of the Fannie Hall Fegan Memorial Outpatient Center enabled us to take one step in this direction. But more obviously was needed, and we have turned to a highly impersonal piece of equipment to help us develop the personal touch which is so important in the patient-hospital relationship — the computer. Earlier this year we installed a computer system to handle scheduling of the fifty-four outpatient clinics. Among the goals we anticipate from this action are: a decrease in the waiting time for patients and their parents; a reduction in the number of visits to the hospital required per outpatient medical episode; and the ability to schedule return visits with the same doctor as seen initially by the patient. To the casual observer these efforts may appear minute, but our experience has shown that in the context of this discussion the small touches appear to be the important ones to our patients and their parents. The computer project has been under the general direction of our new Director for Fiscal Affairs, Mr. Walton E. Devine, who joined the staff in 1967 and has had a noticeable impact upon a number of our fiscal procedures. Primary responsibility for our computer efforts lie in the hands of Mr. Devine's able assistant, Mr. Webster J. McKnight.

While the focus in this report has been on the social and economic aspects of change, our usual role in research, patient care, and teaching has kept abreast. The year saw the inauguration of a complex clinic for child development evaluation under the vigorous leadership of Dr. Allen Crocker; a serious consideration of the impact of hospitalization upon children under Dr. T. Berry Brazelton; and the beginnings of a complete renovation of our emergency area which now ranks third in size in the city and continues to grow at an almost exponential rate.

Dr. Robert E. Gross, in 1967, assumed the leadership of our new Department of Cardio-vascular Surgery, and Dr. M. Judah Folkman joined the distinguished list of Chiefs-of-Service in the Department of General Surgery. Many other professional additions in the fields of research and clinical activity have been made during the year in such numbers as to make their enumeration here impractical.

During the period covered by this report, Children's has achieved completion of the first phase of its total development program. Not only have a number of new facilities and systems been put into operation; of equal importance a sense of momentum, innovation, excitement, and closer ties to the community we serve has been accomplished. It would be difficult to assess which of these accomplishments is of the greater importance.

SIDNEY FARBER, M.D.

report of the chairman of the staff

The Staff looks forward to the celebration in 1969 of the Centennial of the founding of the Children's Hospital with anticipation, made much more meaningful by evidence of unprecedented progress in the development of our physical resources. We are grateful to President William W. Wolbach and the Board of Trustees, to Mr. Paul Hellmuth, the Administrative Vice-President and Chairman of the immensely successful first-stage campaign, and to the General Director, Dr. Leonard W. Cronkhite, Jr. and his greatly expanded and highly organized administrative staff.

In the land immediately adjoining Longwood Avenue, between Blackfan Street and Binney Street, a large hole in the ground gives promise of activity toward the erection of the long awaited building which will house the research activities in mental retardation and the neurosciences, and also those of the many departments and divisions of the hospital. Our efforts to obtain matching money from the National Institutes of Health yielded almost four and a half million dollars. Here basic science and research devoted to the solution of specific problems of disease in children will be carried on with a different organizational pattern and conception than are ordinarily found in medical schools and teaching hospitals. This will be in fact the Institute of Pediatric Research as recommended more than 20 years ago in the first master plan for the expansion of the Children's Hospital into a Children's Medical Center. Provisions have been made for interdisciplinary programs of research and for the activities of basic scientists who will have additional relationships with appropriate disciplines in the Medical School or in the University.

The new facilities for ambulatory services in the magnificent Fegan Building have made possible medical services of exactly the same kind for every sick child regardless of economic status. This conception is already in operation in the inpatient areas in the Farley Building.

Mention was made in the last report of a Cardiovascular Center for Children under the Chairmanship of Dr. Robert E. Gross and the co-Chairmanship of Dr. Alexander Nadas. The trend toward interdisciplinary attacks on disease problems is clearly underway throughout the country. It is a natural development and one which facilitates rapid progress in research and care, and makes possible the fullest attention to the total needs of the child and his family. The wisdom of the decision to create a Cardiovascular Center for Children has already been recognized by the award of a large program grant to Dr. Gross and to Dr. Nadas and their colleagues. Gratifying developments in cardiac pathology under Dr. Richard Van Praagh have resulted in the development of a center for the pathology of congenital heart disease as a part of the total Cardiovascular Center for Children. To permit Dr. Gross to put his entire energies into the development of the cardiovascular center, a new professorship was created for child surgery. After long search, Harvard Medical School and the Hospital agreed on the appointment of Dr. M. Judah Folkman to this position of such critical importance to the Hospital and the Medical School. He is the youngest man to be appointed a full professor in the history of the School, and has already developed programs of exciting promise for the care of the patient, as well as in a number of fields of surgical research. In some of these plans, he has joined forces with scientists and doctors in other departments of the Hospital, thereby strengthening the implementation of interdisciplinary efforts. There is little question that supremacy in the field of pediatric surgery, established by the late Dr. William E. Ladd and by Dr. Robert E. Gross, will be continued under Dr. Folkman's leadership.

In the field of neurosurgery of childhood, too, the fortunate appointment of Dr. Donald Matson as the first Franc Ingraham Professor of Neurosurgery will insure top leadership in a field in which the late Dr. Ingraham was the pioneer. There was no difficulty in reaching this decision because

of the world-wide acknowledgment that Dr. Matson is without peer in neurosurgery of early life.

Of great importance for the future of the Department of Pathology was the creation of the S. Burt Wolbach Professorship of Pathology, to honor the memory of one of the truly great men in the history of pathology. Dr. Wolbach was Shattuck Professor of Pathology at Harvard Medical School, and Pathologist-In-Chief here. He was devoted to the Children's Hospital from 1915 until his death in 1954. This endowment will be allowed to accumulate for two more years in accordance with the new requirements of Harvard Medical School; the title itself was awarded to Dr. Sidney Farber, who was a long time pupil and friend.

Our staff, as members of the faculty of Harvard Medical School, participate in discussions and decisions concerning a new curriculum, a new system of faculty titles, the relationship of the medical school to the community, and many other important questions of the day. We initiate and react to new relationships and responsibilities to our neighboring institutions, to the community in which we live, and to the role of the government in the support of medical care, research and education. We strive to be good neighbors in the solution of our common problems, and seek always new methods to deliver better medical care, or to make greater progress in research or education by uniting our efforts with those who have similar goals. Progress is necessarily slower when combined efforts are attempted, but the total achievement may be far greater. We do not forget that the creation of the Children's Medical Center itself was a bold move more than 20 years ago, and was not accomplished without great trial and some error. The goals can be described today in more specific terms than was originally possible. We face discussions of a truly full time system for members of the staff, an arrangement that will undoubtedly come to pass in one form or another. It is generally agreed that the availability of costly facilities and equipment, and of vast numbers of experts in the many disciplines of medicine, surgery and laboratory science plays an important role in the successful practice of medicine by any member of a staff in a teaching institution. It is essential that any new system which will be devised to determine and control the income of members of the staff contain provisions which will insure fair play and maintenance of the dignity of the doctors involved, under conditions which will insure the best care of the patient. The delivery of the finest medical care is after all the prime function of a hospital. In order to achieve this in the setting of a teaching hospital, new knowledge must be generated from research which is defined in very large terms in such a hospital as ours. Tender, loving care alone is not enough if we are to save more lives, or prevent the ravages of disease. The finest care can be given in our setting if teaching of interns and residents, and medical students, nurses, and paramedical workers is also an accepted goal. And finally the delivery of the finest medical care can be no longer restricted to what our staff can do within the walls of our own hospital. Our efforts must be combined with those of all others in our community, our country, and the world in which we live, for the benefit of all children.

At our Centennial Celebration reports will be made on all phases of our responsibilities. We are indeed fortunate to work in this unsurpassed environment with the aid of such fine resources. In turn, we are resolved to continue to share our strength in behalf of patients everywhere.

Sidney Farber

F. MURRAY FORBES, JR.

report of the treasurer

Gross patient income for the fiscal period of this report, underpinned by the increase in bed utilization and a rate increase of $10.00 per day which went into effect on October 1, 1966, rose to $5,440,000, an increase of $1,198,000 over 1966.

The correction of rates and higher utilization also raised revenue from ancillary services and clinic fees by $1,115,000 to a new high of $6,713,000.

Offsetting these gains, however, the expansion and improvement of service and rising costs resulted in an increase in operating expenses of $2,462,000 over 1966.

Although improved management and fiscal techniques brought about a substantial increase in income, the problem of the operating deficit remains with us. The loss before depreciation was $815,000 compared to $1,189,000 in 1966. This reduction was one effect of the Medicaid program which helped reduce free care adjustments from $1,560,000 in 1966 to $1,212,000 this fiscal period.

Although depreciation increased slightly because of the start of the new building program, the net loss chargeable against general funds was $1,447,000 compared to $1,797,000 in 1966. Depreciation will continue to increase in the years ahead as a new modern complex replaces facilities that in some instances were acquired in low cost periods or have been fully depreciated on the records of the hospital.

Hospital management has made progress in improving administrative and fiscal practices. The shadow of continuing deficits, however, still lies across the hospital's future, as with all voluntary teaching hospitals. The awareness of the public and of government to the problems of the voluntary hospital is reflected in this year's reduction of free care adjustments, and there is reason to believe continuing concern by government and the public will bring about assistance in the years ahead.

F. Murray Forbes Jr.

report of the certified public accountants

To the Board of Trustees, The Children's Hospital Medical Center:

Boston, Massachusetts, November 22, 1967

We have examined the balance sheet of THE CHILDREN'S HOSPITAL MEDICAL CENTER (a charitable corporation organized in Massachusetts) as of September 30, 1967, and the related statements of income and fund balances for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. We have previously examined and reported on the financial statements for the preceding year.

In our opinion, the accompanying financial statements present fairly the financial position of The Children's Hospital Medical Center as of September 30, 1967, and the results of its operations and changes in fund balances for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Arthur Andersen & Co.

children's hospital statement of income

for the years ended september 30, 1967 and 1966

	1967	1966
During The Period We Billed Patients	$12,153,823	$ 9,840,352
We Expended:		
For General Hospital	$14,722,311	$12,068,515
Research and Education	4,624,760	3,846,409
	$19,347,071	$15,914,924
Less — revenue received in support of research, School of Nursing, overhead and other services	(6,137,927)	(5,167,936)
	$13,209,144	$10,746,988
Resulting Operating Loss Before Free Care Was	$ (1,055,321)	$ (906,636)
Allowances for Free Care Were	1,211,573	1,560,394
The Operating Loss Was	$ (2,266,894)	$ (2,467,030)
This Loss Was Partially Defrayed By:		
Income from Investments and Contributions	1,321,232	1,159,394
United Community Services	130,669	118,168
	$ 1,451,901	$ 1,277,562
Loss Before Depreciation Was	$ (814,993)	$ (1,189,468)
Depreciation on Plant and Equipment Amounted to	631,962	607,801
Net Loss Charged to General Fund Was	$ (1,446,955)	$ (1,797,269)

The accompanying notes are an integral part of these financial statements.

balance sheet september 30, 1967 and 1966

assets

	1967	1966
Cash	$ 998,853	$ 957,583
Accounts receivable, less reserve of $350,000 in 1967 and $259,357 in 1966	4,134,118	2,879,194
Inventories, at cost	186,445	166,160
Prepaid expenses and deferred charge	228,862	170,089
Total current assets	$ 5,548,278	$ 4,173,026
Investments, at quoted market value	31,133,021	26,442,249
Plant and Equipment, net (Note 1)	19,581,414	13,683,906
Construction in Progress (Note 1)	6,108,024	2,119,333
Total Assets	$62,370,737	$46,418,514

liabilities and fund capital

Current Liabilities: Accounts Payable and Accrued Expenses	$ 1,230,324	$ 526,622
Mortgage Notes and Construction Loan	5,921,333	1,543,396
Reserve for Employees Insurance and Retirement Plan (Note 2)	908,039	716,405
Funds Held for Others	192,780	171,759
Special Purpose Funds	1,070,962	1,086,722
Fund Balances:		
General	12,872,629	10,883,595
Endowment	17,795,829	13,215,435
Capitalized Plant & Equipment	18,684,398	12,321,192
Construction in Progress	1,083,707	1,938,651
New Development Fund Drive	2,610,736	4,014,737
	$53,047,299	$42,373,610
Total Liabilities and Fund Capital	$62,370,737	$46,418,514

statement of changes in fund balances

for the years ended september 30, 1967 and 1966

	1967	1966
BALANCE BEGINNING OF YEAR	$42,373,610	$41,897,595
Net loss from statement of income	(1,446,955)	(1,797,269)
Restricted Endowment Fund income	142,226	109,085
Gifts and bequests to the General and Endowment Funds	3,051,878	1,074,048
Merger with the Hospital and Convalescent Home for Children (Note 3)	2,187,669	—
Contributions to the New Development Fund Drive	3,293,839	4,213,822
Expenses of the New Development Fund Drive	(287,501)	(206,069)
Appreciation (decline) of investments at quoted market	3,858,601	(2,906,286)
Other, net	(126,068)	(11,316)
BALANCE END OF YEAR	$53,047,299	$42,373,610

The accompanying notes are an integral part of these financial statements.

notes to financial statements september 30, 1967

(1) Plant Expansion Program

In connection with its major plant expansion program, the Center has entered into construction commitments aggregating approximately $25,672,000 of which $12,377,000 has been expended through September 30, 1967. Plant and Equipment is stated at cost less reserves for depreciation of $7,626,505 in 1967 and $6,996,919 in 1966.

(2) Employee Retirement Plan

The Center has a noncontributory retirement plan for all qualified employees. The estimated annual cost of the plan is approximately $182,000, including $72,000 for the amortization of past service costs which are being funded over a 25 year period.

(3) Mergers of Affiliated Organizations

During fiscal year 1967, the Hospital and Convalescent Home for Children, an affiliate of the Center, transferred its funds to the Center in accordance with the terms of a petition to the Commonwealth of Massachusetts for dissolution of the Hospital and Convalescent Home.

The members of the House of Good Samaritan, an affiliate of the Center, have voted to merge with The Children's Hospital Medical Center. It is the intention of the officers of the Center and the Association to consummate this merger on December 1, 1967.

(4) Agreement With The Blood Grouping Laboratory of Boston, Inc.

During fiscal year 1967, the Center and The Blood Grouping Laboratory of Boston, Inc. entered into an agreement whereby the Laboratory contributed its land, buildings and building improvements to the Center. In return for these contributions, the Center will provide space for the Laboratory's operations in its Medical Research Building.

statistical summary

Inpatient	Admissions 1967	Admissions 1966	Patient Days 1967	Patient Days 1966	Increase Days	Increase %	Percentage of Occupancy 1967	Percentage of Occupancy 1966
Total Hospital (343 beds)	12,133	12,008	111,404	110,867	537	0.5	89.0	88.6

Outpatient	1967	1966
Clinic Visits (including psychiatry services)	154,697	149,098
Special Services		
Operations	7,622	7,297
Laboratory Tests	285,021	245,795
Electroencephalograms	4,060	4,135
Electrocardiology examinations	5,154	5,173
X-ray films	139,636	135,774
X-ray therapy treatments	4,324	5,016
Physical therapy treatments	39,240	35,080
Respiratory therapy services	111,352	103,044

report of the women's committee chairman

MRS. HOWARD F. GILLETTE

This past year has been an exceptionally busy one for the Women's Committee. In addition to rendering services to the Hospital, one of the foremost considerations was the REACH Development Program. Sixty-one Women's Committee members were campaign solicitors who helped raise $1,139,372.00. We are grateful to all who assisted, and also to many women not directly connected with the Hospital who worked in their communities to obtain impressive contributions.

Our organization has expanded and grown. Gross total receipts for fiscal 1966—1967 exceeded $205,000. The Lunch Shop now serves approximately 1,500 people daily in spite of its limited seating capacity. Mrs. Samuel S. Stevens, one of the first Volunteers of the original Lunch Shop, carried on as Chairman for many years. This loyalty will long be remembered. Her illness and resulting inability to return left us no choice but to employ a professional supervisor under the direction of a new Chairman.

The Gift Shop, Lunch Shop and Thrift Shop contributions assist in our continued support of services to the Hospital — particularly to the Dept. of Nursing. The Yankee Bookstall project has expanded greatly over a 13 year period and we appreciatively recognize members of this committee.

A special salute should be given both the teen-age Daffodil Club girls who plan and execute the annual Daffodil Fair and the Cohasset Tennis Tournament group whose receipts are turned over to us for the benefit of the Hospital. All these endeavors contributed substantially toward our commitment to the building program. Our total votable funds amounted to $45,085.43.

Our active contribution in the REACH program brought us new friends. With the support and assistance of Administration, we anticipate more interesting and stimulating jobs for our many loyal volunteers. Because we are in "big business" we must function in a business-like manner, and to assist with this, a part-time office employee has been hired. We must constantly be on the alert and be of real service to the Hospital.

The purposes of our organization are to assist our Hospital in serving its young patients and their parents, to increase the community understanding of the Hospital, and to provide supplementary financial assistance for Hospital projects. To accomplish our goals this year, we relied heavily on the Administration and are grateful to Dr. Leonard W. Cronkhite, Jr., General Director; Dr. Lendon Snedeker, Assistant to the General Director; Mr. Rudman J. Ham, Associate Director for General Services; and Mr. Walton E. Devine, Associate Director for Fiscal Affairs. All gave freely of their valuable time and experience. We are fortunate the Hospital Trustees and Administration recognize the unique services our members supply in support of the Hospital in contributing time, talent or financial assistance.

The Women's Committee could not function as efficiently and smoothly as it does, nor I as Chairman could have survived, without our Executive Secretary, Mrs. Olga Cruz. To all who served as Chairmen, to all who willingly pitched-in and worked on any job — large or small — I extend my sincere thanks.

Mrs. Howard F. Gillette

women's committee officers 1967-1968

Chairman	Mrs. Howard F. Gillette
Vice Chairman	Mrs. Stephen Little
	Mrs. James G. Wheeler
Recording Secretary	Mrs. William Kendall Russell
Corresponding Secretary	Mrs. William R. Driver, Jr.
Treasurer	Mrs. Arthur H. Nelson

executive committee

For Three Years:	Mrs. Norman B. Leventhal'
	Mrs. Edward J. Mitton
	Mrs. Roger A. Perry, Jr.
For Two Years:	Mrs. Albert A. Hittel
	Mrs. Morton F. Spears
	Mrs. Robert Sullivan
For One Year:	Mrs. John F. Crigler, Jr.
	Mrs. James E. Drorbaugh
	Mrs. L. Harrison Thayer, II
Members Ex-officio:	
Past Chairman	Mrs. Kenneth W. Warren
Committee Chairmen	
Friends of CHMC	Mrs. Byron K. Elliott
Membership & Nominating	Mrs. David Wilder
Staff Wives	Mrs. William D. Winter, Jr.
Volunteer Services	Mrs. Roger A. Perry

chairmen

CHRISTMAS WINDOW PAINTING
Mrs. George H. Sweetnam

FRIENDS OF CHMC
Mrs. Kenneth W. Warren

THE GIFT SHOP
Mrs. H. Raymond Wilkinson

GIRL SCOUTS
Mrs. George A. Clapp

HOLIDAY
Mrs. L. Harrison Thayer, II

KNITTING
Mrs. Francis A. Harding

LIBRARY
Mrs. Richard C. Knight, The Patients' Library
Mrs. Earle O. Latham, Good Samaritan Library

THE LUNCH SHOP
Mrs. Samuel S. Stevens, Chairman
Mrs. Thomas H. Lanman, Vice Chairman
Mrs. Francis W. Paige, Vice Chairman

MEMBERSHIP AND NOMINATING
Mrs. David Wilder

NURSES' TEA
Mrs. Dean Crocker

PARENTS' COFFEES
Mrs. Raymond Rambach

PHOTOGRAPHY
Mrs. Albert A. Hittel

PUBLIC RELATIONS
Mrs. Robert M. P. Kennard

STAFF WIVES
Mrs. William D. Winter, Jr.

SURGICAL DRESSINGS
Mrs. Joel M. Barnes

THE THRIFT SHOP
Mrs. Stephen Little

VOLUNTEER SERVICE
Mrs. Roger A. Perry

THE YANKEE BOOKSTALL
Mrs. William R. Driver
Mrs. Robert Sullivan

women's committee financial summary

Cash on Deposit September 30, 1966	$ 48,922.99
Transactions (Per Summary of Cash Reports for Fiscal Year Ending Sept. 30, 1967)	
Add: Receipts	$ 51,210.62
	100,133.61
Less: Disbursements	55,048.18
Cash on Deposit, September 30, 1967	$45,085.43
Less: Cash Balance Required for Monthly Expenses	3,000.00
Available Funds to be voted for 1967-1968	$42,085.43

Distribution of Funds 1967 — 1968

Committed:	
CHMC REACH Building Fund (Including Proceeds from Yankee Bookstall $9,948.71 & Daffodil Fair $3,051.67)	$30,000.00
Cohasset Tennis Tournament Proceeds to Nurses Loan Fund — CHMC Milk St.	1,300.00
	$31,300.00
Committee Operation Expense Items:	
Part-Time Office Employee	$3,000.00
Staff Wives Committee	1,300.00
Teas & Entertainment	800.00
Library Committee	350.00
Flower Fund	300.00
Discretionary	235.43
Knitting Committee	200.00
Photography Committee	200.00
	$ 6,385.43
Contribution Items:	
CHMC Nursing Dept.-Student Aid & Grants	$ 3,000.00
Rotating Loan Fund-Nurses	1,000.00
Tickets for Student Nurses	350.00
CHMC Bowling League Prize	50.00
	$ 4,400.00
Total Voted:	$42,085.43

November 14, 1967

source of children's hospital patients by place of residence

Massachusetts	**26,305**
Boston	11,213
Barnstable County	155
Berkshire County	126
Bristol County	691
Dukes County	2
Essex County	1,482
Franklin County	67
Hampden County	339
Hampshire County	89
Middlesex County	6,369
Nantucket County	20
Norfolk County	3,058
Plymouth County	1,164
Suffolk County	875
Worcester County	655
New England States	**1,755**
Connecticut	385
Maine	316
New Hampshire	530
Rhode Island	415
Vermont	109

(Excluding an estimated 22,000 outpatients making repeat visits.)
For the year ended September 30, 1967

Elsewhere in the U.S.	**667**
Alabama	4
Alaska	2
Arizona	2
Arkansas	1
California	25
Colorado	2
Delaware	2
Washington, D.C.	1
Florida	45
Georgia	8
Illinois	17
Indiana	10
Iowa	5
Kansas	1
Kentucky	7
Louisiana	3
Maryland	20
Michigan	11
Minnesota	2
Mississippi	2
Missouri	4
Montana	1
Nevada	2
New Jersey	83
New Mexico	1
New York	285
North Carolina	12
Ohio	23
Oklahoma	1
Oregon	2
Pennsylvania	32
Puerto Rico	2
South Carolina	4
Tennessee	3
Texas	3
Utah	2
Virginia	18
Washington	2
West Virginia	7
Wisconsin	9
Wyoming	1
Elsewhere in the World	**187**
Grand Total	**28,914**

board of trustees

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Major Nicholas P. Morrissey
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Charles B. Newhall
Stanley O. Newman
William G. Nickerson
Frank D'Brien, Jr.
George Olmsed, Jr.
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Richard Prouty
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Howard S. Whiteside
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John J. Wilson
Mrs. Samuel H. Wolcott, Jr.
Richard M. Wyman

administrative staff

staff personnel

MILTON E. COLE
Director for Community Relations

HARRIET H. GIBNEY
Director for Health Education

KATHLEEN HIGGINS
Director for Volunteers

HESTER E. MACUEN, R.N.
Nurse Administrator, Employee Health

JOAN MICHAELS
Fund Officer

WELLINGTON F. SCOTT
Staff Counsel

general services

JOHN J. SKINNER
Asst. Director for Communications & Supply

ARTHUR W. STOMBERG
Asst. Director for Physical Plant Development

EDITH V. BELL, R.N.
Manager, CSR

HOWARD J. BRONSTEIN
Manager, Communications

FRED L. BROWN
Manager, Linen

JOHN F. CLEMONS
Plant Superintendent

THOMAS F. DUFF, JR.
Manager, Supply & Distribution

MAXINE L. GILSON
Director, Dietary Department

ROBERT G. LOCKERMAN
Manager, Housekeeping

SAM MELKONIAN
Planning Coordinator

GEORGE STILGOE
Construction Coordinator

ARTHUR THOMPSON
Chief Pharmacist

patient services

DAVID S. WEINER
Asst. Director for Patient Services

JOHN W. BRACKEN
Director for Emergency Services

SHIRLEY M. COGLAND
Director, Physical Therapy

PRISCILLA A. GILE
Supv., Reception & Information Services

ELIZABETH MAGINNIS
Director, Social Service

DOROTHY PRATT, R.N.
Director, Out-Patient Department

HAROLD SMITH
Manager, Surgical Appliance Shop

MARY W. SULLIVAN
Registrar, In-Patient Admitting

nursing

PHYLLIS DOWNING, R.N.
Assoc. Director for Nursing Service

ETHEL M. TRAFTON, R.N.
Assoc. Director for the School of Nursing

JEANNE B. COLT, R.N.
Asst. Director, Systems

ALDRA M. DICKIE, R.N.
Asst. Director, Evening Service

LORENE DRESSER, R.N.
Asst. Director, Administration

KATHERINE E. MAHONEY, R.N.
Chairman, Affiliate Program

LOIS I. MORGAN, R.N.
Asst. Director, In-Service Education

PRISCILLA PEABODY, R.N.
Asst. Director, Patient Care

OLIVE M. SIMARD, R.N.
Asst. Director, Children's Hospital Program

LYDIA SMITH, R.N.
Asst. Director, Night Service

fiscal affairs

WEBSTER J. McKNIGHT
Asst. Director for Fiscal Affairs

PAUL L. BROUGHTON
Controller

JOSIAH B. MORRILL
Asst. Director for Auxiliary Operations

JOHN A. VERRYT
Asst. to the Director

DAVE A. CAMPANA
Manager, Hospital Data Center

MARGARET M. MEENAN, R.N.
Manager, Methods and Procedures

BERNARD S. STILLWELL
Purchasing Agent

ROBERT N. GRANGER
Supervisor, General Stores

SALVATORE CALIGURI
Manager, Printing Services

DONALD J. RICHARDS
Supervisor, Medical Assistance/ Outpatient Accounting

the children's hospital medical center staff listing

as of june 30, 1968

DEPARTMENT OF MEDICINE

Physician-in-Chief
Charles A. Janeway, M.D.
Associate Physician-in-Chief
Louis K. Diamond, M.D.
Assistant to the Physician-in-Chief
Sherwin V. Kevy, M.D.

GENERAL MEDICINE
Chief, In-Patient Medical Services
William Berenberg, M.D.
Chief, Infants' and Children's Medical Services
William Berenberg, M.D.
Chief, Newborn Division
James E. Drorbaugh, M.D.
Chief, Ambulatory Medical Services
Thomas E. Cone, Jr., M.D.
Chief, Medical Out-Patient Department
Thomas E. Cone, Jr., M.D.
Chief, Adolescents' Unit
J. Roswell Gallagher, M.D. (to 8/31/67)
Acting Chief (9/1/67)
Robert P. Masland, M.D.
Chief, Child Health Division
Joel J. Alpert, M.D.
Chief, Martha M. Eliot Family Health Center
Eva J. Salber, M.D.
Senior Associates in Medicine
Joel J. Alpert, M.D.
William Berenberg, M.D.
T. Berry Brazelton, M.D.
William D. Cochran, M.D.
Thomas E. Cone, Jr., M.D.
Allen C. Crocker, M.D.
John F. Crigler, Jr., M.D.
Louis K. Diamond, M.D.
James E. Drorbaugh, M.D.
Edward C. Dyer, M.D.
R. Cannon Eley, M.D.
Francis X. Fellers, M.D.
J. Roswell Gallagher, M.D. (to 8/31/67)
Park S. Gerald, M.D.
Thomas C. Hall, M.D.
Sprague W. Hazard, M.D.
Samuel L. Katz, M.D.
Alexander S. Nadas, M.D.
David D. Rutstein, M.D.
Eva J. Salber, M.D.
Harry Shwachman, M.D.
Clement A. Smith, M.D.
Demetrius G. Traggis, M.D.
William D. Winter, M.D.

Associates in Medicine
Thomas W. Adams, M.D.
Barry R. Adels, M.D.
Robert B. Berg, M.D.
John K. Brines, M.D.
Leonard W. Cronkhite, Jr., M.D.
Karel deHass, M.D.
William R. Dorsey, M.D.
Albert A. Frank, M.D.
Clementina Geiser, M.D.
Robert D. Griesemer, M.D. (Dermatology)
Margaret C. Heagarty, M.D.
John P. Hubbell, Jr., M.D.
George Kahn, M.D.
Sherwin V. Kevy, M.D.
Kon Taik Khaw, M.D.
Alexander S. MacDonald, M.D.
Anna Mitus, L.R.C.P.
David G. Nathan, M.D.
Otto S. Nau, M.D.
Nicholas M. Nelson, M.D.
Julian L. Pearlman, M.D.
William Pfeffer, Jr., M.D.
Gertrud C. Reyersbach, M.D.
Dliver F. Roddey, Jr., M.D.
Fred S. Rosen, M.D.
Edward Manning Sears, M.D.
Gerald B. Shattuck, M.D.
Irving Silverman, M.D.
David H. Smith, M.D.
John W. G. Tuthill, M.D.
Martin Keister White, M.D.
Mary Ellen Wohl, M.D.

Assistants in Medicine
Richard S. Baum, M.D.
Glenna L. McD. Birmingham, M.D.
Euan T. Blanch, M.D.
Albert Cohen, M.D.
Kelley K. Davis, M.D.
Thomas F. Dolan, Jr., M.D.
Paul F. Donahue, M.D.
Ralph Earle, Jr., M.D.
Richard I. Feinbloom, M.D.
Stephen M. Frawley, M.D.
Harold J. Freedman, M.D.
George M. Gill, M.D. (Tumor Therapy)
Elizabeth A. Gregory, M.D.
Elvin Kaplan, M.D.
Richard A. Katz, M.D.
Charles S. Keuper, M.D. (Dermatology)
Howard S. King, M.D.
Martin R. Klemperer, M.D.,
Lillian A. Francis McMackin, M.D.
H-Lester Medlinsky, M.D.
Myron Morris, M.D.
Donald M. Muirhead, Jr., M.D.
Alice Nauen, M.D.
Alexander L. D'Hanley, M.D. (to 12/1/67)
Robert J. Drme, M.D.
Joseph Dsborne, M.D.
Thomas C. Peebles, M.D.
Veronica S. Petersen, M.D. (to 7/31/67)
Howard J. Potter, M.D.
Siegfried Pueschel, M.D.
Henry M. Putnam, M.D.
Julius Rako, M.D.
Daniel R. Rectanus, M.D.
George L. Robb, M.D.
Murray K. Rosenthal, M.D.
Herbert L. Ruben, M.D.
Robert T. Sceery, M.D.
George L. Siegel, M D
Leslie Silverstone, M.D.
Myron Siner, M D.
Allan B. Stimson, M.D.
George Storm, M.D.
George H. Taft, M.D.
John Taub, M.D.
Irving Umansky, M.D.
Willem Van Pelt, M.D.
Richard H. Watson, M.D.
Harold J. Wheeler, M.D.
Catherine M. Wilfert, M.D.

Research Associates in Medicine
Irena Antonowicz, Ph.D.
Jerome D. Klein, M.D.
Victor M. Rosenoer, M.B.B.S.

Visiting Research Associates in Medicine
Helmuth Mentzel, M.D. (9/1/67)
Maria Nicolaidou, M.D. (to 8/31/67)

Coordinator of Patient Care
T. Berry Brazelton, M.D.

THE ADOLESCENTS' UNIT

Chief
J. Roswell Gallagher, M.D. (to 8/31/67)
Robert P. Masland, M.D.,
(Acting Chief — 9/1/67)

Associates in Medicine
Robert P. Masland, M.D.
Harry B. Stults, Jr., M.D.

Assistants in Medicine
Morton Jerome Franklin, M.D.
Charles S. Gleason, M.D.
John A. Spargo, M.D.

Research Associate
Carl C. Seltzer, Ph.D. (Anthropology)

Consulting Physicians
C. Cabell Bailey, M.D.
Warren R. Guild, M.D.
William R. Hill, M.D. (Dermatology)
Simeon Locke, M.D. (Neurology)
W. Warren Point, M.D.
Herbert Selenkow, M.D.

Consulting Ophthalmologist
Albert E. Sloane, M.D.

Consulting Gynecologists
Somers H. Sturgis, M.D.
Clement Yahia, M.D.

CHILD HEALTH DIVISION

Chief
Joel J. Alpert, M.D.

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Associates in Medicine
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Martin Keister White, M.D.

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Richard I. Feinbloom, M.D.
Isabelle Valadian, M.D.

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Peter G. Robbins, M.D.

Research Associates
Marcellinus A. Fredericks, Ph.D.
(9/1/67)
John Kosa, Ph.D.
Leon S. Robertson, Ph.D.

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William A. Dickson, M.D.

Associates in Medicine
Mary Margaret Blair, M.D.
Ann M. Briley, M.D.
Ilse E. J. Gorbach, M.D.
Jacob Wallace, M.D.

Consulting Physician
Abraham S. Small, M.D.

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Kon Taik Khaw, M.D.

Assistant in Clinical Nutrition
Elvin Kaplan, M.D.

CLINICAL GENETICS DIVISION

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Assistants in Clinical Genetics
Gerald E. Bloom, M.D.
Ellen Soo Sun Song Kang, M.D.
Stanley Walzer, M.D.

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Sherwin V. Kevy, M.D.
Herbert S. Strauss, M.D.

Assistants in Hematology
Gerald E. Bloom, M.D.
Mitsuko T. Laforet, M.D.

Research Associates in Hematology
Chester A. Alper, M.D.
Halina Borel, M.D.
Yuet Wai Kan, M.D.
Martin R. Klemperer, M.D.
Marshall Melin, Ph.D.

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Fred S. Rosen, M.D.

Assistant in Immunology
Martin R. Klemperer, M.D.

Research Associate in Immunology
Ezio Merler, Ph.D.

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Chief
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Associate in Endrocrinology
Joseph N. Fisher, M.D.

Research Associate in Endocrinology
Norman I. Gold, Ph.D.

Research Assistant in Endocrinology
Edwin Leonard Grab, M.A.

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Otto S. Nau, M.D.

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Elizabeth A. Gregory, M.D.
William G. McK. Hume, M.D.
Jerome M. Listernick, M.D.
Lawrence S. Morse, M.D.
Harold J. Wheeler, M.D.

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Paul G. Hugenholtz, M.D.
R. Grier Monroe, M.D.

Associates in Cardiology
Walter J. Gamble, M.D.
Christopher G. C. LaFarge, M.D.
William H. Plauth, M.D.

Assistants in Cardiology
Walter H. Abelmann, M.D.
Albert Cohen, M.D.
Joseph G. Cutler, M.D.
A. A. Sasahara, M.D.
Jacob Wallace, M.D.
Richard Wolff, M.D.
Alla G. Zaver, M.D.

Research Associates in Cardiology
Warren N. Gold, M.D.
(Pulmonary Physiology)
Richard T. Goldberg, Ed.D.
Olli S. Miettinen, M.D. (Epidemiology)
Richard VanPraagh, M.D. (Pathology)

Cardiopulmonary Laboratories
R. Grier Monroe, M.D., Director
Experimental Laboratory
Paul G. Hugenholtz, M.D., Director
Research Catheterization Laboratory
Donald C. Fyler, M.D., Director
Diagnostic Catherization Laboratory
Warren M. Gold, M.D., Director
Pulmonary Laboratory
Mary Ellen Beck Wohl, M.D., Associate
Pulmonary Laboratory

GOOD SAMARITAN DIVISION
Charles A. Janeway, M.D., Chief

Consulting Physician
Edward F. Bland, M.D.

Senior Associates in Medicine
Gabor Czoniczer, M.D.
Allen L. Friedlich, M.D.
Sprague W. Hazard, M.D.
Benedict F. Massell, M.D.
Alexander S. Nadas, M.D.
Marian W. Ropes, M.D.
David D. Rutstein, M.D.
George P. Sturgis, M.D.
Raymond Walther, M.D.
Edwin O. Wheeler, M.D.

Rheumatic Fever Research Unit
at the House of the Good Samaritan

Director
Benedict F. Massell, M.D.

Research Associate in
Rheumatic Fever Research Unit
Gabor Czoniczer, M.D.

Assistant in Medicine
Garabed H. Garabedian, M.D.

DEPARTMENT OF ANESTHESIA

Anesthesiologist-in-Chief
Robert M. Smith, M.D.

Associates in Anesthesiology
John G. Adams, Jr., M.D.
Dean Crocker, M.D.

Assistants in Anesthesiology
Carol H. Johnson, D.D.S.
James L. King, M.D.

DEPARTMENT OF CARDIOVASCULAR SURGERY

Surgeon-in-Chief
Robert E. Gross, M.D.

Senior Associates in
Cardiovascular Surgery
William F. Bernhard, M.D.
George W. B. Starkey, M.D.

Assistants in Cerdiovascular
Robert M. Filler, M.D.
Louis F. Plzak, Jr., M.D.
John C. Norman, M.D.

Research Associate
John D. Das, M.B.B.S.

Research Assistant
Katherine C. Dearborn (to 8/31/67)

DEPARTMENT OF DENTISTRY

Dentist-in-Chief
Paul K. Losch, D.D.S.

Senior Associates in Orthodontics
Melvin I. Cohen, D.M.D.
Lennard T. Swanson, D.M.D.

Senior Associates in Pedodontics
Edward A. Sweeney, D.M.D.
(Oral Biology Research)
Robert F. Watton, D.M.D.

Associates in Pedodontics
Norman T. Budde, D.M.D.
John D. Doykos, III, D.M.D.
Eugen Albert Petersen, D.M.D.

Assistants in Pedodontics
Paul Canniff, D.M.D.
Carl G. Cohen, D.M.D.
Robert J. Watson, D.M.D. (9/1/67)

Associates in Oral Surgery
Walter C. Guralnick, D.M.D.
Donald L. Leake, D.M.D.
(Oral Pathology Research)

Assistants in Oral Surgery
William I. Hirshom, D.M.D.
Earle H. Rosenberg, D.M.D.
J. Henry Stempien, D.M.D.

Associate in Orthodontics
Peter K. J. Yen, D.M.D.

Assistants in Orthodontics
Henry C. Beebe, D.D.S.
Emory Farrington, D.M.D.

Consulting Orthodontist
Abijah Pierce, D.M.D.

DEPARTMENT OF NEUROLOGY

Neurologist-in-Chief
Charles F. Barlow, M.D.

Associates in Neurology
Cesare T. Lombroso, M.D.
Donald H. Osterberg, M.D.
H. Richard Tyler, M.D.

Assistants in Neurology
Robert W. P. Cutler, M.D.
David Dawson, M.D.
Gordon V. Watters, M.D.

Research Assistent
Anthony Lorenzo, Ph.D.

Consulting Neurologist
Randolph K. Byers, M.D.

DEPARTMENT OF NEUROSURGERY

Neurosurgeon-in-Chief
Donald D. Matson, M.D.

Senior Associate in Neurosurgery
John Shillito, Jr., M.D.

Associates in Neurosurgery
Joseph H. Galicich, Jr., M.D.
Francis X. Rockett, M.D.

Assistant in Neurosurgery
Larry K. Page, M.D.

DEPARTMENT OF OPHTHALMOLOGY

Ophthalmologist-in-Chief
Trygve Gundersen, M.D.

Senior Associate in Ophthalmology
Sumner D. Liebman, M.D.

Associates in Ophthalmology
Robert A. Petersen, M.D. (to 7/31/67)
Richard M. Robb, M.D.
David M. Walton, M.D. (11/1/67)

Assistants in Ophthalmology
Arthur Boruchoff, M.D.
Alfred W. Scott, M.D.

DEPARTMENT OF ORTHOPEDIC SURGERY

Orthopedic Surgeon-in-Chief
William T. Green, M.D.

Senior Associates in Orthopedic Surgery
Henry H. Banks, M.D.
Jonathan Cohen, M.D.
Paul W. Hugenberger, M.D.
Arthur W. Trott, M.D.

Associates in Orthopedic Surgery
Frank H. Bates, M.D.
Paul P. Griffin, M.D.
James G. Manson, M.D.
Arthur M. Pappas, M.D.

Assistants in Orthopedic Surgery
John B. McGinty, M.D.
Marvin Weinfeld, M.D.
Seymour Zimbler, M.D.

Voluntary Assistant in Orthopedic Surgery
Richard E. Conway, M.D.

Research Associate
Margaret Anderson, M.S.

DEPARTMENT OF OTOLARYNGOLOGY

Otolaryngologist-in-Chief
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John C. Trakas, M.D.

Associates in Otoleryngology
Werner Chasin, M.D.
Robert W. Clubb, M.D.
Allan G. Edwards, Jr., M.D.
Sidney Shore, M.D.

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Allan C. Goodman, Ph.D.

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Richard S. Sweitzer, M.A.

Speech Pathologist
Anthony S. Bashir, M.A.

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Psychiatrist-in-Chief
George E. Gardner, Ph.D., M.D.

Senior Associates in Psychiatry
Children's Hospital
Tully Benaron, M.D.
Lydia Dawes, M.D
Henry Wermer, M.D.

Judge Baker
Elizabeth S. Makkay, M.D. (to 9/1/67)

Associates in Psychiatry

Children's Hospital
Dexter M. Bullard, Jr., M.D.
Chester C. d'Autremont, M.D.
Abraham D. Fineman, M.D.
Richard Galdston, M.D.
Herbert I. Harris, M.D.
(Adolescents' Unit)
Stanley Walzer, M.D.

Judge Baker
John C. Coolidge, M.D.
Dorothy Macnaughton, M.D.
Donald H. Russell, M.D.
Lee M. Willer, M.D.
Peter H. Wolff, M.D.

Assistants in Psychiatry

Children's Hospital
Graham Burt Blaine, M.D.
(Adolescents' Unit)
John R. Blitzer, M.D.
Harvey M. Budner, M.D.
William M. Crowell, M.D.
Michael Hughes, M.D. (9/1/67)
Marvin B. Krims, M.D. (to 8/31/67)
Samuel McClellan, M.D.
Robert D. Mehlman, M.D.
Eugene U. Piazza, M.D.
Alan Prager, M.D.
P. Wells Shambaugh, M.D.
Theodore C. Sheftel, M.D.
Harold Wolman, M.D.
Nancy (Youse) Rollins, M.D.

Judge Baker
Ernest W. Bergel, M.D.
Anna C. Brown, M.D.
Dan Ditmore, M.D.
Alice Fleming, M.D.
Thomas Frank, M.D.
Nicholas Green, M.D.
Joseph J. Mullen, M.D.
John Weil, M.D.
Joan Zilbach, M.D.

Psychologists

Children's Hospital
Joseph P. Lord, Ph.D., Chief
Amelia Blackwell, Ph.D.
Wilfred E. Calmas, Ph.D.
Haskel Cohen, Ph.D.
Bruce Cushna, Ph.D.
(Mental Retardation Unit)
Miriam Fiedler, Ph.D. (MIH)
William Fitzgerald, Ph.D.
(Cerebral Palsy)
Natalie R. Fuchs, M.A.
(Mental Retardation Unit)
Marjorie Gerdine, Ph.D.
(Seizure Unit)
Harold Goodglass, Ph.D.
(Seizure Unit)
Bruce Johnson, Ph.D.
Bonnie Lea, M.A.
(Mental Retardation Unit)
Eva Powers, M.S. (to 9/1/67)
Geraldine Rickard, Ed.D.
Ann Salomon, Ph.D.
Amnon Shai, M.A. (to 9/1/67)
Richard R. Schnell, Ph.D.
(Mental Retardation Unit)
Celia Schulhoff, Ph.D.
Annette Silbert, Ph.D.
(Heart Research)
Albert Trieschman, Ph.D.
Charles Woodbury, Ph.D.

Judge Baker
Bessie Sperry, Ph.D., Chief
Thelma Alper, Ph.D.
Alexander Anderson
Roger Bibace, Ph.D.
Richard Brodie, Ph.D. (to 9/1/67)
Murray Cohen, Ph.D.
Pauline Hahn, Ph.D., (Res. Dir.)
William Hire, Ph.D.
Irving Hurwitz, Ph.D.
Hyman Kempler, Ph.D. (to 9/1/67)
Joseph Keville, Ph.D.
Arne Korstvedt, Ph.D.
Andrew Kronstadt, M.A.
Philip Kulzansky, Ph.D. (to 9/1/67)
Herbert Lipton, Ph.D. (to 9/1/67)
Joseph Massimo, Ed.D. (to 9/1/67)
Gene Nameche, Ph.D.
David Ricks, Ph.D. (to 9/1/67)
Max Schleiffer, Ph.D. (to 9/1/67)
Judith Schaefer, Ph.D.
Robert Templeton, Ed.D.
Ellen Tessman, Ph.D.
Marian Winterbottom, Ph.D.
Robert Young, Ed.D.

Research Associates

Children's Hospital
Sydney Croog, Ph.D. (Sociology)
Thomas B. Mulholland, Ph.D.
(Seizure Unit)

Judge Baker
James Teele, Ph.D. (Sociology)

DEPARTMENT OF RADIOLOGY

Radiologist-in-Chief
Edward B. D. Neuhauser, M.D.

Radiologist
Martin H. Wittenborg, M.D.

Senior Associate in Radiology
G. B. Clifton Harris, M.D.

Associates in Radiology
N. Thorne Griscom, M.D.
Robert A. Nesebar, M.D.

Assistant in Radiology
Robert H. Wilkinson, M.D.

Division of Radiotherapy & Nuclear Medicine

Radiotherapist-in-Chief
Melvin Tefft, M.D.

Physicist
M. Rosemary Kennedy, B.Sc.

DEPARTMENT OF SURGERY

Surgeon-in-Chief
M. Judah Folkman, M.D.

Administrative Chief of Surgery
Robert M. Filler, M.D.

Senior Associates in Surgery
Luther A. Longino, M.D. (to 12/31/67)
Donald W. MacCollum, M.D.
Samuel R. Schuster, M.D.

Associates in Surgery
Thomas W. Botsford, M.D.
John W. Chamberlain, M.D.
Chilton Crane, M.D.
Robert M. Filler, M.D.
John H. Fisher, M.D.
Joseph E. Murray, M.D.

Assistants in Surgery
Angelo Eraklis, M.D.
George H. Gifford, M.D.
Alan D. Perlmutter, M.D.
Kenneth J. Welch, M.D.
David S. Trump, M.D.

DIVISION OF LABORATORIES AND RESEARCH

Chairman
Sidney Farber, M.D.

DEPARTMENT OF PATHOLOGY

Pathologist-in-Chief
Sidney Farber, M.D.

Pathologist
Gordon F. Vawter, M.D.

Assistant Pathologists
Jules Edlow, M.D. (to 8/31/67)
Hubert Jockin, M.D.

Visiting Assistant Pathologist
Don Kent Weaver, M.D.

Senior Associates in Pathology (Experimental)
Samuel S. Epstein, M.D.

Earl Hellerstein, M.D.
Agnes Burt Russfield, M.D.
(leave of absence 7/1/67)
Betty Geren Uzman, M.D.

Cardiac Pathologist
Richard Van Praagh, M.D.

Orthopedic Pathologist
Jonathan Cohen, M.D.

Neuropathologist
Floyd Gilles, M.D.

Assistant Neuropathologist
Tessa Hedley-Whyte, M.D.

Research Associates in Pathology
Richard A. Adams, Ph.D.
Rogelio A. Alarcon, M.D.
Donald L. D. Caspar, Ph.D.
Elizabeth Claflin, Ph.D.
Carolyn Cohen, Ph.D.
J. LeRoy Conel, Ph.D.
George E. Foley, Sc.D.
Thomas C. Hall, M.D.
Mervyn Israel, Ph.D.
E. Elizabeth Jones, Ph.D. (to 8/31/67)
David Kessel, Ph.D.
Awtar Krishan, Ph.D.
Herbert Lazarus, M.A.
Arthur Longley, Ph.D.
Susan Lowey, Ph.D.
Charlotte Maddock, M.D. (to 7/31/67)
Saul Malkiel, M.D., Ph.D.
Theodor Marcus, Ph.D. (to 8/31/67)
Robert McCarthy, Ph.D.
Thomas A. McCoy, Ph.D.
Johannes Meienhofer, Ph.D.
Edward J. Modest, Ph.D.
Buford DeW. Roberts, Ph.D.
Albert Roy, Ph.D.
Andre Rosowsky, Ph.D.
Henry Slayter, Ph.D.
Yoshimoto Sano, D.M.S. (to 8/31/67)
Wan Kyng-Liu Shum, Ph.D.
Carlos Sonnenschein, M.D.
George Yerganian, Ph.D.

Research Assistants in Pathology
Barbara Brown, B.A.
Sah Sook Cho, M.S.
Arlene Flowers, B.A.
Henry Gagnon
Betty Jean Hargis, Ph.D.
John Howard
Marjorie Kasac
Kanki Komiyama (to 11/1/67)
K. S. Lavappa
Marh Delaney Mello, B.S.A.
M. Saito
Ho Ti, M.S.
Dorothy Trites, B.S.

TUMOR THERAPY DIVISION

Senior Associates in Medicine
William Berenberg, M.D.
Thomas C. Hall, M.D.
Anna Mitus, M.R.C.S.
Harry Shwachman, M.D.
Demetrius Traggis, M.D.

Associates in Medicine
Clementina Geiser, M.D.
George M. Gill, M.D.
Norman Jaffe, M.D.
Edward Manning Sears, M.D.

Radiotherapist
Melvin Tefft, M.D.

Research Associates in Medicine
Robert Amick, M.D.
John A. Cavins, M.D.
Miriam Manning, M.D.
Larry Nathanson, M.D.
Anthony Piro, M.D.
Hans B. Nevinny, M.D.

Consultant in Medicine
Albert Schilling, M.D.

RESEARCH DIVISION OF INFECTIOUS DISEASE

Chief
John F. Enders, Ph.D.

Research Associate
Samuel L. Katz, M.D.

LABORATORIES OF CLINICAL PATHOLOGY

Chief
Harry Shwachman, M.D.

Bacteriologist
George E. Foley, Sc.D.

Assistant Bacteriologist
Kevin Beckett, M.S.

Research Associates
Kun Taik Khaw, M.D.
Louis Kopito, M.S.
Abbas Mahmoodian, Ph.D. (Pharmacy)

CONSULTANTS

Raymond D. Adams, M.D., Neurology
Theodore L. Badger, M.D., Medicine
A. Clifford Barger, M.D., Physiology
James Baty, M.D., Medicine
Elkan Blout, Ph.D., Chemistry
Hathorn P. Brown, M.D., Urology
Paul A. Chandler, M.D., Ophthalmology
Hans Clarke, Ph.D., Chemistry
David G. Cogan, M.D., Ophthalmology
John M. Craig, M.D., Pathology
Gustave J. Dammin, M.D., Pathology
Edward Daniels, M.D., Psychiatry
Bernard D. Davis, M.D., Microbiology
Lewis Dexter, M.D., Medicine
Isaac Djerassi, M.D., Pathology
William A. Elliston, M.D.
Orthopedic Surgery
Kendall Emerson, M.D., Medicine
Dana L. Farnsworth, M.D., Medicine
Don W. Fawcett, M.D., Anatomy
Benjamin G. Ferris, M.D.
Environmental Health
Sydney S. Gellis, M.D., Medicine
Horace M. Gezon, M.D., Medicine
J. Hartwell Harrison, M.D., Urology
Arthur Hertig, M.D., Pathology
Howard H. Hiatt, M.D., Medicine
William W. Howells, Ph.D., Anthropology
Henry W. Hudson, Jr., M.D., Surgery
Edward Kass, M.D., Infectious Diseases
Eugene P. Kennedy, Ph.D., Biochemistry
Sidney Kibrick, M.D., Infectious Diseases
Edmund Klein, M.D., Pathology
Henry I. Kohn, Ph.D., M.D., Radiology
Stephen W. Kuffler, M.D.
Neurophysiology

Arthur J. Linenthal, M.D., Medicine
Joseph Marks, M.D., Radiology
Jean Mayer, Ph.D., D.Sc., Nutrition
William Meissner, M.D., Pathology
Francis D. Moore, M.D., Surgery
Duncun Reid, M.D., Dbstetrics
Ferdinand Salzman, M.D., Radiology
Harold Schuknecht, M.D.
Dtolaryngology
Magnus Smedal, M.D., Radiology
Arthur Solomon, M.D., Nuclear Medicine
Somers H. Sturgis, M.D., Gynecology
Nathan B. Talbot, M.D., Medicine
George W. Thorn, M.D., Medicine
Carl W. Walter, M.D., Surgery
Richard Warren, M.D., Surgery
Shields Warren, M.D., Pathology
Edward W. Webster, Ph D.
Physics in Radiology
Louis Weinstein, M.D.
Infectious Diseases
Thomas H. Weller, M.D.
Parasitic and Viral Diseases
James L. Whittenberger, M.D.
Physiology
Paul Yakovlev, M.D., Neuropathology
Alfred Yankauer, M.D., Child Health
Paul M. Zoll, M.D., Medicine

EMERITI

Donald L. Augustine, M.D
Comparative Pathologist, Emeritus
Albert H. Brewster, M.D.
Drthopedic Surgeon, Emeritus
C. Sidney Burwell, M.D. (to 9/3/67)
Consultant in Medicine, Emeritus
Allan M. Butler, M.D.
Consultant in Medicine, Emeritus
Randolph K. Byers, M D.
Neurologist-in-Chief, Emeritus
Austin W. Cheever, M.D.
Consultant in Dermatology, Emeritus
Stewart H. Clifford, M.D.
Senior Associate in Medicine, Emeritus
Stanley Cobb, M D.
Consultant in Neurology, Emeritus
John A. V. Davies, M.D.
Senior Associate in Medicine, Emeritus
Derek E. Denny-Brown, M.B Ch.B
Consultant in Neurology, Emeritus
Edwin B. Dunphy, M D.
Consultant in Dphthalmology, Emeritus
Martha M. Eliot, M.D.
Consultant in Child Health, Emeritus
Henry Gallup, M.D.
Senior Associate in Medicine, Emeritus
Lewis W. Hill, M.D.
Physician, Emeritus and
Allergist, Emeritus
Eliot Hubbard, Jr., M.D.
Physician, Emeritus
Dtto, Krayer, M.D.
Consultant in Pharmacology, Emeritus
Eugene M. Landis, M.D.
Consultant in Physiology, Emeritus
Robert H Morris, M.D.
Drthopedic Surgeon, Emeritus
Edward I. Silver, D.M.D.
Associate in Drthodontics, Emeritus
Abraham S. Small, M.D.
Associate in Medicine, Emeritus
Richard M. Smith, M.D.
Physician-in-Chief, Emeritus
Harold C. Stuart, M.D
Consultant in Child Health, Emeritus
Edwin T Wyman, M D.
Physician, Emeritus

standing committees of the staff, 1966-67

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Mrs. Phyllis Downing
Dr. Richard Galdston
Miss Maxine Gilson
Dr. N. Thorne Griscom
Mr Richard D. Mills
Dr. Arthur Pappas
Miss Ellen Parkis
Dr. William Plauth
Miss Carolyn Sharpe
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Miss Nancy Westhaver

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Dr. Lendon Snedeker
Mr. Arthur Thompson

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Dr. Robert M Filler
Dr. Paul P. Griffin
Dr C. B. Clifton Harris
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Dr. Carlyle G. Flake
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Dr. Robert E. Gross
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Dr. Donald D. Matson
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Dr. Melvin Tefft, Chairman
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Dr. Angelo Eraklis
Miss Ruth Hayward
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Mr. Richard D. Mills
Dr. John Shillito, Jr.
Dr. Lendon Snedeker
Dr Charles Woodbury

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Dr William Berenberg, Chairman
Dr. Paul Hugenberger
Mr Richard D. Mills
Dr Kenneth Welch
Dr. William D. Winter

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Dr. John Shillito, Jr., Chairman
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Mr. Ferdinand Harding
Dr Arthur Trott

Disaster Committee
Dr. Lendon Snedeker, Chairman
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Committee on Rehabilitation
Dr. William T. Green, Chairman
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Miss Shirley Cogland
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Dr. Arthur Trott

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Dr Charles Ferguson

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Dr. Luther A. Longino
Dr. Sidney Shore

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Dr. Joseph H Galicich
Dr. Park Gerald
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Dr. Peter Wolff

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Dr. Donald D. Matson, Chairman
Dr. George Gardner
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Dr. Charles F. Barlow, Chairman
Dr Allan C. Goodman, Secretary
Dr. William Berenberg
Dr. Allen Crocker
Dr. Charles F. Ferguson
Dr. George E. Gardner

Utilization Review Committee
Dr. Arthur W. Trott, Chairman
Dr. Thomas Cone
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Dr. Robert Filler
Mr. Richard D Mills
Dr. Gordon V. Watters

Space Committee
Dr. Park Gerald, Chairman
Dr. Robert Cutler
Mr. Rudman J. Ham
Dr. Grier Monroe
Dr. Arthur Pappas

in memoriam

Dr. Walter T. Goodale of Exeter, N.H , Assistant in Cardiology, died on May 26, 1966

Earl "Red" Hinkley, Leader Storeman in the Storeroom, died April 17, 1967
He Was an employee of CHMC for 31 years.

Dr. David W. Sherwood, Associate in Medicine Emeritus, died April 23, 1967.

Mrs. Philip A. Bennett, volunteer in the hospital's Coffee Shop for the past 20 years, died June 21, 1967

Dr. Frederick Blumenthal of Sharon, Assistant Physician in Allergy, died in July of 1967

Dr. Harry W. Perkins, Chief of the Clinic in Orthodontia at Children's from 1928 to 1948, died July 24, 1967

Bartlett Harwood, Trustee of CHMC for the past 11 years, died July 25, 1967

Dr. Mary Louise Efron, Research Associate in the Hematology Department from 1960-62 and Research Associate in Medicine, Hematology Division, from 1962-63, died September 2, 1967

Dr. Philip I. Johnson of Wellesley, Oral Surgeon at CHMC from 1934-35 died October 26, 1967

Mrs. Elizabeth White Tingier, a graduate of Children's School of Nursing, Class of 1933, died October 31, 1967

George S. Mumford, Jr., of Dover, a trustee of Children's since 1952, died November 8, 1967.

Alexander Wheeler of Manchester, Trustee of CHMC, died January 7, 1968

Jeremiah J. Hurley, Assistant Manager of the Housekeeping Department since 1965, died February 18, 1968.

Dr. Stanley Cobb, Consultant in Neurology at CHMC from 1954 to 1962, and Consultant in Neurology, Emeritus, since 1962, died February 25, 1968.

Mrs. Mary A. Booth, a 1907 graduate of Children's School of Nursing and a member of the hospital's Nurses Alumnae Association, died March 8, 1968

Ferdinand R. Harding, Director of the Visual Education Department since 1929, died May 20, 1968

Dr. Lyman G. Richards, Otolaryngologist at CHMC from 1947 to 1956, died on June 10, 1968

Arthur L. Lewis of Medfield, Trustee of CHMC, died on July 25, 1968.

Dr. Lewis W. Hill, Chief of the Allergy Division from 1947 to 1950 and Physician and Allergist Emeritus, died on July 30, 1968

form of bequest

I give, devise, and Bequeath to The Children's Hospital Medical Center, in the City of Boston, a charitable corporation organized under the Laws of the Commonwealth of Massachusetts, the sum of

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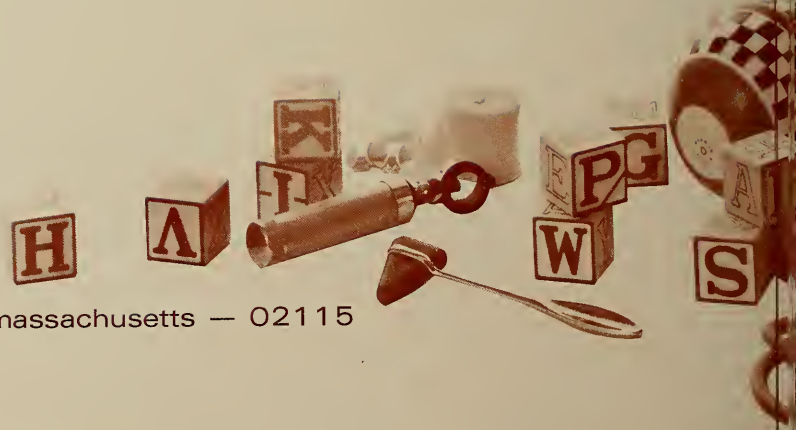

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